

Thirteenth Air Force

Integrity - Service - Excellence

Operational Perspective – *Observations from a Warrior Analyst*



Lt Col Dave Denhard

13 AF/A9

THIS BRIEFING IS UNCLASSIFIED

Report Documentation Page

*Form Approved
OMB No. 0704-0188*

Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.

1. REPORT DATE 01 JUN 2007	2. REPORT TYPE N/A	3. DATES COVERED -
4. TITLE AND SUBTITLE Operational Perspective Observations from a Warrior Analyst		
5a. CONTRACT NUMBER		
5b. GRANT NUMBER		
5c. PROGRAM ELEMENT NUMBER		
6. AUTHOR(S)		
5d. PROJECT NUMBER		
5e. TASK NUMBER		
5f. WORK UNIT NUMBER		
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) 13 AF/A9 650 Hanger Avenue Hickam AFB, HI 96701		
8. PERFORMING ORGANIZATION REPORT NUMBER		
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)		
10. SPONSOR/MONITOR'S ACRONYM(S)		
11. SPONSOR/MONITOR'S REPORT NUMBER(S)		
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release, distribution unlimited		
13. SUPPLEMENTARY NOTES See also ADM202526. Military Operations Research Society Symposium (75th) Held in Annapolis, Maryland on June 12-14, 2007, The original document contains color images.		
14. ABSTRACT		
15. SUBJECT TERMS		
16. SECURITY CLASSIFICATION OF:		
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified
17. LIMITATION OF ABSTRACT UU		
18. NUMBER OF PAGES 13		
19a. NAME OF RESPONSIBLE PERSON		



75th MORSS CD Cover Slide

UNCLASSIFIED DISCLOSURE FORM CD Presentation

712CD

For office use only 41205

12-14 June 2007, at US Naval Academy, Annapolis, MD

Please complete this form 712CD as your cover page to your electronic briefing submission to the MORSS CD. Do not fax to the MORS office.

Author Request (To be completed by applicant) - The following author(s) request authority to disclose the following presentation in the MORSS Final Report, for inclusion on the MORSS CD and/or posting on the MORS web site.

Name of Principal Author and all other author(s):

Lt Col Dave Denhard

Principal Author's Organization and address:

13 AF/A9
650 Hanger Avenue
Hickam AFB, HI 96701

Phone: (808 449-0464)

Fax: (808) 449-4854

Email: david.denhard@hickam.af.mil

Original title on 712 A/B:__

Revised title: The Operator's Perspective - Observations from a Warrior Analyst

Presented in (input and Bold one): Warrior Analyst Focus Group

This presentation is believed to be:

UNCLASSIFIED AND APPROVED FOR PUBLIC RELEASE

Projecting Peace, Power and Presence



Purpose

- **Provide some observations and lessons on being a warrior analyst**
- **Provide insight/further the discussion on what operators need from us**

Recipe for a Warrior Analyst

“Take the obvious, add a cupful of brains, a generous pinch of imagination, a bucketful of courage and daring, stir well and bring to a boil.” - Bernard Baruch



Agenda

- My analyst background
- Audience Participation
- What's the difference between being a “Warrior” analyst and just an analyst
- Observations from the field
- Discussion topics



My Analyst Background

Disclaimer: I am an analyst, not an operator.

Background

- PhD in Ops Research
- Tour as an Air Staff Analyst (1998-2001)
- Tour as a CENTCOM (Joint) Analyst (2001-2004)
- Tour as an AFIT Asst. Professor (2004-2006)
- Tour as an PACAF (Air Component) Analyst (2006+)



Audience Participation

■ Home of the Warrior Analyst



(A)



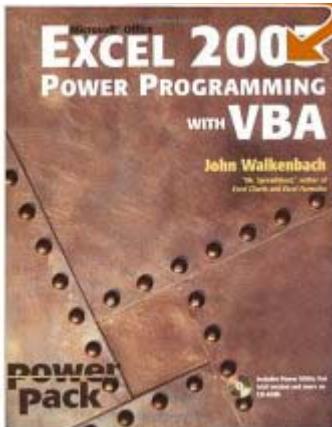
(B)

Projecting Peace, Power and Presence

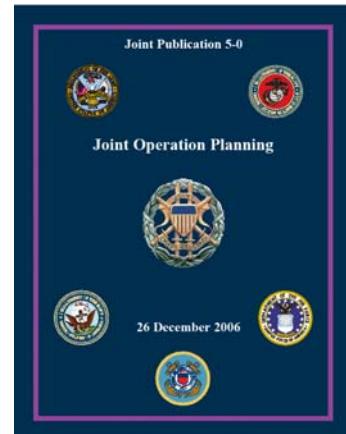


Audience Participation

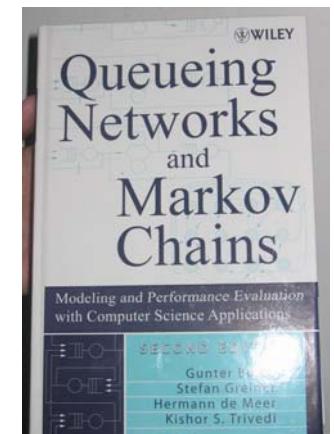
■ Mandatory Reading for the Warrior analyst



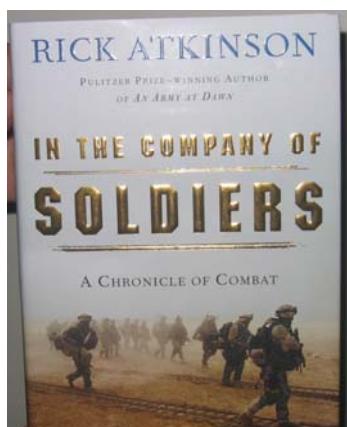
(A)



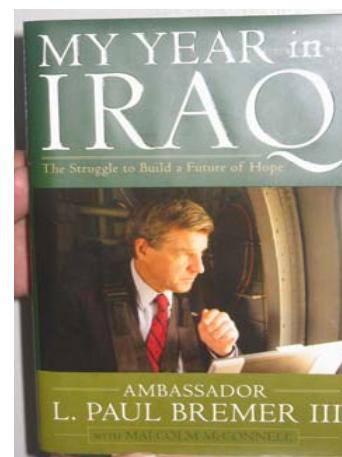
(B)



(C)



(D)



(E)

Projecting Peace, Power and Presence



Audience Participation

■ Character Traits of Warrior Analyst

(A)



(B)



(C)



(D)



Projecting Peace, Power and Presence



Differences between a Warrior Analyst and an Analyst

- “Quick-Turn” is the norm
 - Timelines for analysis are **very short**
 - Implementation doesn’t wait on analysis let alone quantitative analysis
 - 50%/60% solution is good enough
- Focus of analysis is problem definition
 - Most problems are **ill-defined**
 - Ability to identify the problem and offer reasonable alternatives for solving them must be your strength
 - Clean, voluminous data is not the norm



Differences between a Warrior Analyst and an Analyst

- Ability to become an operator (for most, at least become a planner)
 - Have to earn the operator's/planning staff's confidence
 - Sometimes have to do “nug” work
 - However, ... you are there to provide analytic rigor



Observations from the Field

- “I was there to provide rigor (generally quantitative) to problem solving and decision making processes.”
- “Many operators are capable of solving their problems without an analyst, but it is surprising how few operators are capable of recognizing the problem in the first place and defining it properly.”
- “I provided the rigor of the scientific method to problem solving.”
- “I provided a credible audit trail from problem definition to problem solution.”



Observations from the Field

- “Don't expect to be using modeling techniques (LP, Simulation, and so on) on a daily basis, but do expect to apply problem-solving skills.”
- “Don't expect to have more than the MS Office package of tools to work with, but do expect to be more familiar with the capabilities of Excel than most.”
- “Mark it with a grease pencil and cut it with an ax.”



Discussion Topics

- What worked in the field, what didn't
- Reachback successes and failures
- Lessons on overcoming data availability/quality issues
- What should an analyst's rucksack look like
- What additional education and training does a warfighting analyst need